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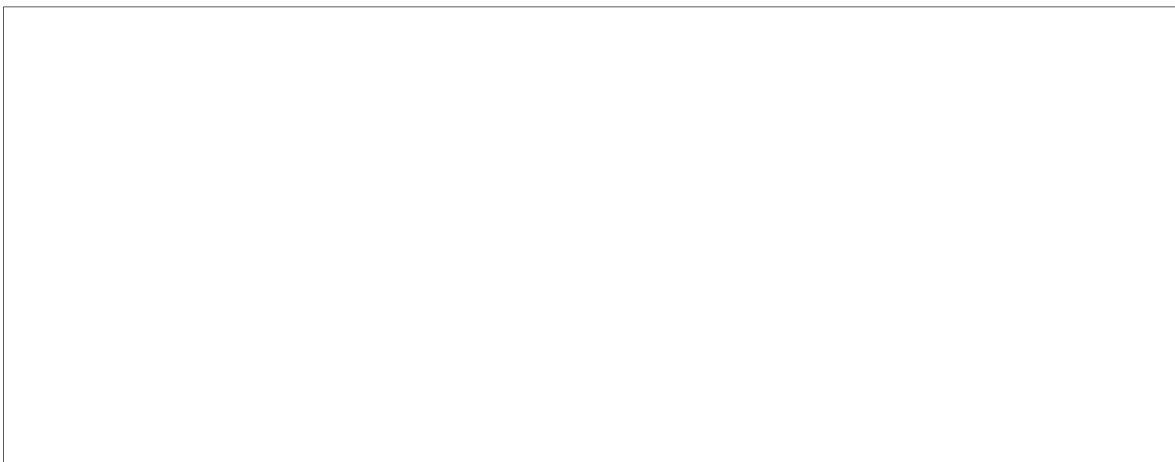
13 September 1988

MEMORANDUM FOR: Director of Training and Education

FROM: Acting Chief  
Washington Operations Training Division (WOTD)


SUBJECT: Weekly Report for 5-9 September 1988

25X1



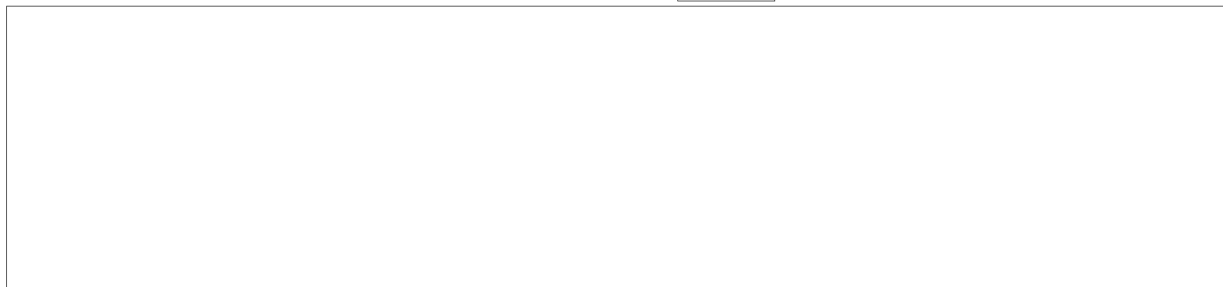
2. Personal Security Branch (PSB)

a. Fulfilling a request from the Commander, Military Intelligence Detachment, Ft. Meade, Maryland, four PSB instructors provided training in self-defense and rape prevention for 20 US Army Counterintelligence special agents. The training was well received.

b. PSB also provided 12 hours of training on self-defense and rape prevention for 22 secretaries and clericals from the Office of Finance. 

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13  
6 September 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[redacted]  
Chief, Leadership Development Division  
Office of Training and Education

25X1 SUBJECT: LDD Weekly Report [redacted]

Visit to NSA

25X1 On 9 September, [redacted] visited NSA to meet  
25X1 with Chief of Management Training, [redacted] of the NSA Cryptologic  
Management Department and other members of his staff. His unit, roughly  
the equivalent of LDD, is responsible for supervisory, management and  
executive training.

The NSA program is in many respects an impressive one, in part  
because it has a good measure of top level support (its budget will grow  
from \$1.5 million to \$2 million this year) and it reaches far more  
students than ours. It features a well thought out set of "managerial  
competencies" that run through the entire program to give it a common  
focus. It includes a required program for new managers and a major new  
program NSA is developing for middle managers.

25X1 Nevertheless, [redacted] came back with the impression that  
the quality of our training is well ahead of NSA. For example:

- 25X1 -- [redacted] will visit here to better understand how we are using  
case studies and managers-in-the-classroom to ensure relevance.  
--He was fascinated by the idea of our Managing in CIA "in-box"  
exercise and wants to study it.  
--NSA wants to explore using the Managerial Skills Profile (MSP).  
--He had particular interest in the "Working With People"  
program since this is one area the NSA program does not cover.  
25X1 --They were impressed by the quality of our brochures,  
catalogues, etc. [redacted]

25X1 [redacted] and a contingent from NSA will visit at some future date to  
continue the dialogue.

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25X1 SUBJECT: LDD Weekly Report [ ]

Other Activities

25X1 --Managing in CIA ran 7-9 September with 28 students (1-DO, 4-DI,  
 25X1 9-S&T, 14-DA). The overall rating was 4.5 for value and 4.6 for  
 25X1 clarity. The instructional team consisted of [ ] and  
 [ ] assisted by Managers-In-Residence [ ]  
 Chief, Operational Support Group/IMS and [ ] DD/OD&E. This  
 was the first running where only two instructors were used. Though  
 the managers contributed a lot, it was a challenge to manage the  
 complex course with only two instructors. The action plan segment  
 was changed as a result of consultation with both  
 Managers-In-Residence to a "problem-solving" session which seemed to  
 be better received. They suggested additional changes which will be  
 forwarded in an evaluation. This group seemed older and more  
 experienced and several managers were very knowledgeable about Agency  
 policies and procedures. The students also had taken more Agency  
 management training than many groups. Over 500 managers have  
 attended the 17 headquarters runnings of MCIA and the 3 field  
 25X1 runnings of MCIA/LPCIA in FY 89. [ ]

25X1 --The five-week Midcareer Course No. 106 began on 12 September 1988  
 25X1 [ ] There are 28 participants (DA-6,  
 DO-6, DS&T-6, DI-7, DCI Area-2, and ICS-1). There are 15 women; this  
 is the first Midcareer Course with more women than men attending.  
 25X1 This is indicative of the changing status of women professionals in  
 the Agency (35% of the new managers in Managing in CIA are female). [ ]

25X1 [ ] arrived in LDD on 6 September to begin work on an  
 25X1 OTE Managers Handbook. [ ] an interim CT assigned to MTB,  
 25X1 will assist her with the project. [ ] will also serve as the OTE  
 25X1 member of the DA Task Force on personnel issues. On 12/13 September  
 25X1 she is attending an off-site kick-off of the Task Force. [ ]

25X1 [ ] has met with Murat Natirboff, NIO for Foreign Denial  
 25X1 and Intelligence Activities, OMS psychologist [ ] and  
 25X1 Counter-intelligence Group Chief [ ] regarding improved  
 counter-intelligence training for managers. Additional discussions  
 will be held to determine how LDD can best contribute on this  
 25X1 problem. [ ]

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25X1 SUBJECT: LDD Weekly Report [REDACTED]

25X1 --On 12 September, [REDACTED] conducted a PAR Workshop for a special unit of OSO. This workshop is part of a six week training program for a new Officers In Charge preparing to go overseas. This workshop, the fourth in a series, was well received by the students, most of whom were relatively unfamiliar with the CIA PAR system. It received an overall 4.4. Typical comments were "very useful since I had yet to write a PAR on an OSO person...", and "having never written an agency PAR, the workshop provided useful info which will certainly come into play in the future." [REDACTED]

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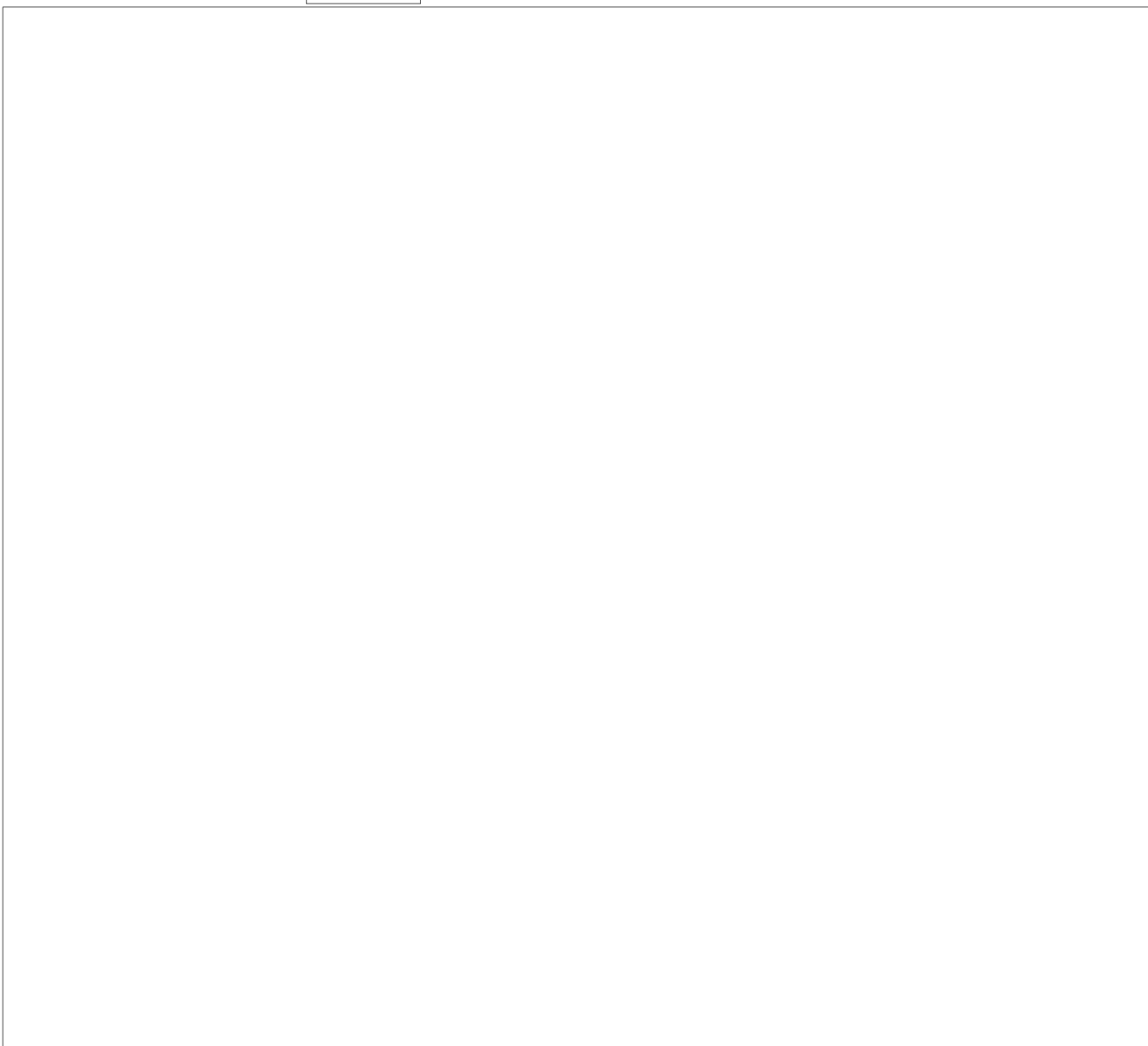
SUBJECT: ITD Weekly Report

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5. On 7 - 9 September the Topical Issues Branch presented the Introduction to Military Forces with  serving as course director. Eighteen students, including two from State Department, completed the course, which offers an overview of order-of-battle, the role of various military components, low intensity conflict, and indications and warning. This running of the course was lengthened by one-half day, which made possible the addition of a well-received presentation by George Allen on electronic warfare and command, control, and communications.

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12 September 1988

MEMORANDUM FOR: Deputy Director of Training and Education

25X1 FROM:

[redacted]  
Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (6-16 September 1988)

Where We Have Been

25X1 [redacted]

25X1 3. Staff members of the Television Production Section met with [redacted]  
25X1 [redacted] to discuss a 21 September taping of the DDO in the  
HQs Auditorium. We showed them the DCI's recent videotape welcoming new  
employees, and they clearly liked it.

25X1 4. [redacted] (our Co-op) arrived back for another semester with us.

5. Some excitement is evident in the graphics section. The new COMPAQ  
386-20 computer associated with desktop publishing is up and operating. The  
Pansophic rep was contacted to arrange training in the new graphics software  
that goes with it. The laser printer for Genigraphics was repaired. Work was  
completed on the Earning and Leave Statement Brochure for SACTD.

6. The Audio Visual Section made good use of its CTs and was grateful for  
their assistance. They helped move things and duplicated audio and visual  
tapes.

25X1 7. The DDC attended the fall graduation ceremony [redacted] General  
Peroots' speech bore striking parallels to the DCI's addresses to graduating  
CTs, especially in its emphasis on integrity as a central value.

8. The DDC met for a little over an hour with the STOs on 9 September  
(report to follow).

25X1 [redacted]  
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9.

PEDS, completed a two-week stint

25X1

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[redacted] to train new instructors. The program received kudos from both students and [redacted] management. Consequently, PEDS has been invited to not only continue its involvement in training for new instructors, but it has also been invited to work with senior instructors as well. One of the senior instructors commented that if he had had this training a year ago it would have saved him a lot of grief and anxiety.

Where We Are Going

25X1

13. The Television Production Section will be taping greetings from OTE personnel for family day next week. Front offices will be warned in advance.

14. The DDC will be unavailable to any and all who are not part of the 17 meetings he is scheduled to attend next week.

25X1

Attachment



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13 September 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Training Support Division

SUBJECT: Weekly Report

1. Training to Input into TEAMS Begins: On Thursday, 8 September, Internal Training Branch conducted the first of a series of classes to teach certain OTE personnel and Agency Training Officers to input completed training information into the TEAMS database. This session was specifically for and tailored to an OTE audience. C/TSD opened the day with a welcome and a statement on the importance of this new capability and gave an update on TEAMS items. The remainder of the session was conducted by [REDACTED] with the assistance of [REDACTED] and [REDACTED]. This session was well received by the participants.

2. Meeting with NPIC: [REDACTED] met with two members of NPIC's training and career management staff. The agenda included TEAMS issues; a personnel exchange suggestion; and a discussion of registrar positions. [REDACTED] joined the meeting to discuss external training items such as TEAMS, office approvals of external training; and the taxing of tuition advances.

3. TSD Effort to Strengthen Ties: Over the last year, C/TSD, C/ITB/TSD, and members of Internal Training Branch met with Agency senior and component training officers on 47 separate occasions. In addition to these meetings, 45 sessions were held with OTE branches and course directors. These meetings were held to brief on TEAMS and to strengthen ties with OTE divisions and Agency components.

4. 1988 Catalog of Courses: Work begins on the hard copy "Catalog of Courses." TSD plans to issue a compact "catalog" this year, drawing on the current information on the on-line version. We hope to complete it by the end of October.

5. Internal Training Branch processed 452 requests for internal training this week. Members of Central Registrations confirmed 14 courses and forwarded nine student rosters to course directors.



SUBJECT: Weekly Report

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6. [ ] processed on Special Bulletin on ELECTAS Training (CBT) this week. Seventy-five (75) Bulletins have been issued this year to date.

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7. TEAMS Technical Exchange Meeting: C/TSD and the TEAMS Data Base Manager [ ] met with the OIT TEAMS Project Leader in a regularly scheduled meeting last Friday. OIT reported that the historical data base failed to load into TEAMS over the weekend due to a programmer flaw. We anticipate that it will be loaded over this weekend.

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8. [ ] ETB, prepared and sent memos from the Chairman, CIA-TSB, to those candidates from the directorates who were approved as principals and alternates by the Executive Director to attend two sessions of the Armed Force Staff College during 1989. Memos thanking other candidates for their interest in the Armed Forces Staff College were also sent out.

9. The Executive Secretary-Training Selection Board made arrangements for NPIC and OGI to exchange dates for their candidates to attend the Armed Forces Staff College in 1989.

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10. On Friday, 9 September, [ ] Department of Energy (DOE), met with Chief, TSD, and other members of OTE to discuss future upcoming seminars on "Technical Response to Nuclear Terrorism" and "Nuclear Threat Awareness." She was specifically interested in presenting seminars for personnel of this Agency--especially those officers who have a need for this type of training, [ ]

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[ ] said she hoped that the Agency could provide the funds and facility for at least two of these training sessions during fiscal year 1989. She estimated the cost of two seminars was around \$100,000 and stressed that this was because the instructors (scientists, physicists, engineers, etc.) for these seminars would be coming from DOE's National Laboratories (Livermore, Los Alamos, Sandia). The money is needed to provide travel, per diem and instructional costs. The meeting ended with [ ] stating that she would again review the costs for these programs and get back to us with more information and an agenda. C/TSD reiterated that our office would have to go out with a needs survey to determine who needs this training and, most importantly, if our Agency could come up with funds to sponsor this training.

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13 September 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

Chief, Secretarial, Administrative, and  
Communications Training Division

SUBJECT: Weekly Report

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2. At the request of the Chief, Travel Processing Branch, OP, [redacted] has taught six segments of "Working with Difficult People" to 40 Travel Processing Branch employees. The objectives of the course are to provide participants with an understanding of what to do and say in specific situations with certain types of people. Two more segments will be held on Friday, 16 September. This topic is also a part of the FY89 elective program for secretaries. [redacted]

3. Chief, CTB and two of his instructors met with representatives from the Educational Testing Service (ETS) to review the data collected for the Essentials of Writing for Secretaries course validity study. Cutoff scores for the Test of Standard Written English (TSWE) and the essay portion of the assessment were established to grant credit to secretaries for Essentials of Writing. Additional cutoff scores were established to guide the remaining secretaries through the writing program. Plans were laid to extend the assessment program to non-secretarial employees who wish to participate in the writing program. [redacted]



**CONFIDENTIAL**Administration Division Weekly  
6-9 September 1988Conferencing

Forwarded last minute requirements and changes for MG Conference 11-13 September.

25X1 Coordinated two visits [ ] for Hill and White House representatives.

25X1 Distributed questionnaires on zero-base review [ ] visits to OTE Divisions and to other Agency customers.

25X1 Confirmed EUR COS Conference for 9-14 October [ ] and 1A07; the attendees will arrive and depart in two-day segments, with the entire group meeting in 1A07 on 13 October.

Space

AC/AD prepared response to DA Management Staff request for existing and projected special use space for OTE in 1991.

25X1 AC/AD and Brian/Logistics reviewed status of furniture and equipment on order for NHB. Most of the ordered equipment and furniture have been received; furniture is being stored in [ ] who have received accountable equipment, were reminded of their responsibility for its safe keeping.

AC/AD accompanied C/AVS and OTE ADP Control Officer on survey of E Street Complex on 7 September.

Miscellaneous

25X1 Chief, AD on leave. [ ] DC/AD, served as Acting Chief/AD 6-9/September.

DC/PB attended the OP Benefits Task Force off-site at FEMA 8-9 September.

Budget and Finance

25X1 On 8 September, C/B&F, DC/B&F and EXO met with an Office of Finance representative to discuss documentation and financial accountings for [ ]

B&F Branch worked year-end funding items.

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~~CONFIDENTIAL~~Personnel

On 7 September, C/PB and D/OTE met with Chief, Organizational Development Branch (ODB) and members from her Branch to discuss ODB's new rule re position classification. C/ODB also attended D/OTE's staff meeting to brief OTE's Division Chiefs.

On 9 September, C/PB and CMO met with D/OTE to review the Panel "strawman" for the 1988/1989 Panel cycle. Panel members have been approved by D/OTE. The instruction is being prepared and appropriate notifications are being made.

On 9 September, C/PB and D/OTE met with members from the IG Staff to discuss the Agency and OTE panel systems.

On 9 September, Liz attended a briefing for Personnel and CMO officers by OMS on the PATB.

Panel Support:

- DC/PB served as advisor to the GS-07/08 Technical Panel.
- Continued preparations on the GS-13 and TA Panels.
- Started preparations on the GS-12 Panel.

<u>Check-ins:</u>	<u>Title</u>	<u>Office</u>	<u>Grade</u>	<u>Date</u>

25X1

<u>Check-outs:</u>	<u>Title</u>	<u>Office</u>	<u>Grade</u>	<u>Date</u>

25X1

Logistics

Shower installation is going well but slow. Vendor delays on shipment of materials will extend completion date to at least 21 September. C/LOGS asked for completion by 1 October for Family Day.

25X1

Kitchen  is still on order. The vendor has not responded to calls by Dominion Management for a delivery date.

Dominion Management had private contractors on site 6 September to survey the garage leaks for the purpose of bidding on the job -- some progress is being made.

Dominion Management informed OL that they contacted three different cabinetmakers asking for bids on the new guard counter with no luck. C/LOGS provided OL with info on two vendors who might be interested in bidding on the work order.

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13 September 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [REDACTED]

Chief, Language Training Division

SUBJECT: Language Training Division Weekly Report

25X1 1. On 2 September, the Language Development Committee met to discuss LTD's goals and objectives for the next two years. Discussion focused on the need for language skills at level 4 immersions, space at Headquarters, and language courses at Reston. [REDACTED]

2. The French section completed the first phase of their curriculum review. The evaluation included: observations and recommendations from Professor June Philips (Tennessee Foreign Institute) and from Professor John Rassias (Dartmouth College); interviews held with instructors, students in the program, and Agency components served by the section; and a questionnaire pouched to former LTD French students. The results and specific recommendations for implementing the review were shared with the instructors at a briefing by DC/LTD. C/RLD set up a working session to discuss the implications of the evaluation and to develop an FY89 action plan.

25X1 4. [REDACTED] returned from a six-week sabbatical during which she taught advanced French students [REDACTED].  
25X1 [REDACTED] The students represented fifteen different nationalities  
25X1 and many were teachers seeking recertification in the teaching of  
25X1 French as a foreign language. During her stay, [REDACTED] administered  
25X1 oral proficiency tests to the students enrolled at the University and  
[REDACTED]

25X1 5. There were 21 reading proficiency tests and 25 oral proficiency test administered this week. [REDACTED]